

# Sustaining Service Excellence....the Difficult but Rewarding Uphill Task

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PSOJ Service Excellence Awards

May 27, 2014

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# Human Development Index (universal measure of development)

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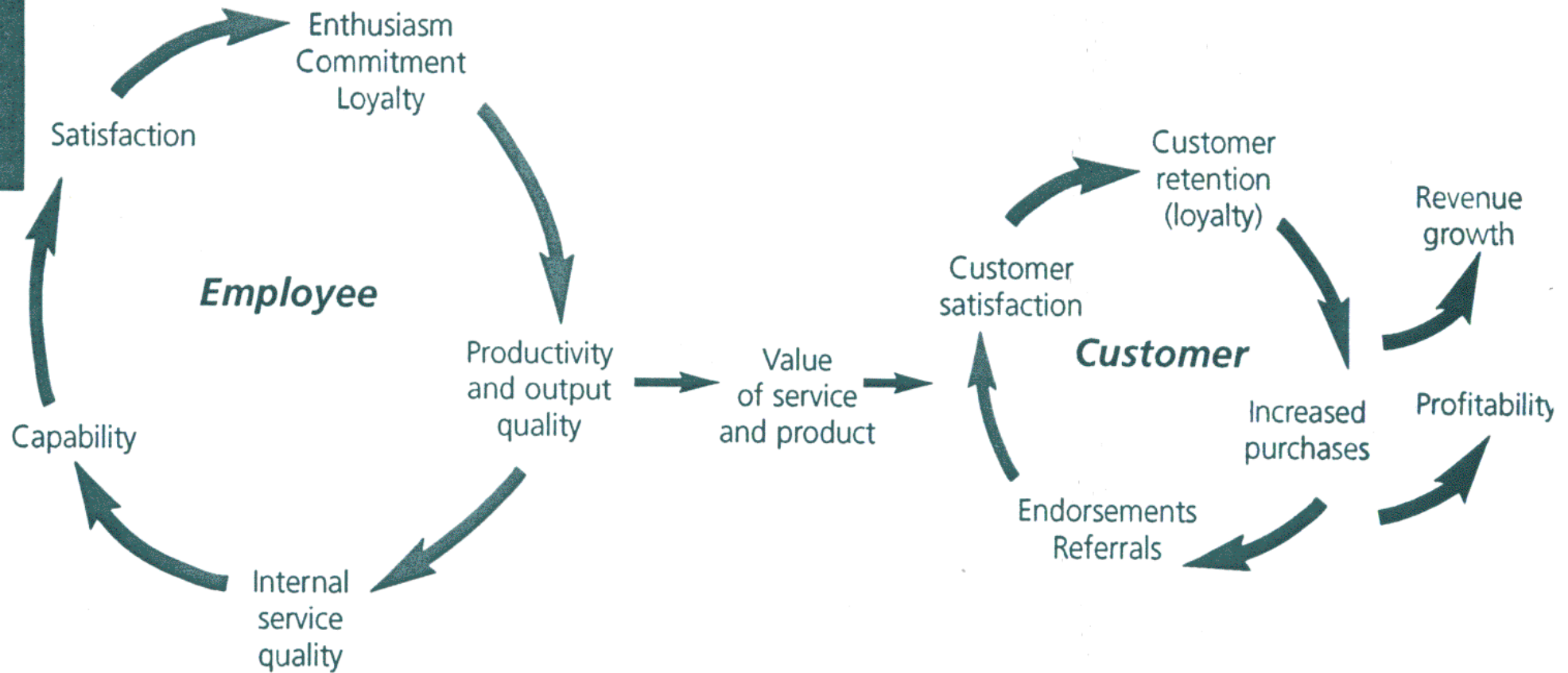
## Main Indices

- Life Expectancy = health
- Literacy
- Education
- Standard of Living defined as: infrastructure, access to water, and sanitation
- Wealth creation\*
- Employment \*
- Built Environment
- Physical and Mental health

## More.....

- Recreation
- Leisure time
- Social belonging
- Human Rights and happiness (biological, psychological and religious).
- \* end product

# An Organization's Chain of Relationships



# A job is compromised of:

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- **50% Technical process**
- **50% Decent Work**

• Source: ILO

# Decent and Productive Work? What's that?

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- According to the ILO decent work comprises:
  - ✓ freedom
  - ✓ equity
  - ✓ security
  - ✓ human dignity
    - ✓ Every job must allow for these tenets to be achieved.

# Workers' Want

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- Respect (fundamental right) (reward, praise, recognition)
- To be part of the in-crowd (team and in the know)
- To learn new skills and developing capabilities (self-improvement)
- To impact decisions being made about their jobs (involvement)
- Leadership that is on the right track, going somewhere that is defined and is [somewhere that is] important, part of something big. (Reputation)
- **“If these factors existing in the workplace: productivity, motivation and happiness will soar.”** (Source: Heathfield. About.com 2013)

# Employees select Employers

- **3 likely determining factors in selecting a job** (Behling et al circa 2012):

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  - **Objective:** Factors include the salary, other benefits, location, and opportunities for career advancement.
  - **Subjective:** The status of the job, reputation of the organization and other similar factors play an important role.
  - **Critical:** Interaction between the candidate and the firm during the recruitment process.

# Moment of Truth.

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**The moment of truth as it is called is the acid test for the Company** as it is an evaluation point for both the internal and external customers. The internal customer (your staff) evaluates his quality of life and the role of your Organisation in aiding in his achievements; and the external customer evaluates his/her experience with your Organization during or after contact with your Employee.

**Outcome:** increase or decrease **profit**; increase/decrease in **productivity**/  
increase or decrease in **retained customers**



# Why Workers Won't Work?

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- Ken Carter's (circa 1990s) doctoral thesis: Why Workers Won't work!
- Technically sound
- Issues with Middle managers (little understanding of the sandwich role)
- Policies that are self-serving (policies that do not support their current or aspirational lifestyles with or without your Organisation)

# Discretionary energy!

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- Every John Crow tink him pickney white! (Chevannes quoting Nettleford (2000 circa))
- Jamaican workers want continuous involvement
- Lead by example (scrutiny)
- Respect (good manners)
- Trust (word is your bond)

# Essential Ingredient: Trust

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- **Three constructs of trust:**
- **The capacity for trusting:** the willingness of each team member to trust the others
- **The perception of competence:** that each member of the team is equipped to deliver
- **The perception of intentions:** decisions are mutually serving not self-serving
- **Trust forms the foundation for effective communication, employee retention and employee motivation AND contributes to discretionary energy**  
(Heathfield. About.com 2013)

# Trust in an Organization

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- **Trust is the bedrock of productivity.**
- **Leader must be trustworthy. Judged on: Intelligence of Leader, character of the Leader, goodwill towards the Team (ibid).**
- **“When trust exists in an organization or in a relationship, almost everything else is easier and more comfortable to achieve.” (Heathfield. About.com 2013)**

# Labour Productivity (US\$)

## Comparison of Labour Productivity (US\$)

	Barbados (US\$)	Jamaica (US\$)	Trinidad & Tobago (US\$)
Year	Output/Worker	Output/Worker	Output/Worker
2005	19,403	9,513	43,689
2006	19,862	9,444	48,944
2007	20,354	9,252	51,068
2008	20,296	9,183	51,383
2009	19,395	8,947	49,936
2010	19,375	8,686	49,815
2011	19,663	8,668	50,599

# Lesson

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- There was a father who left 17 camels as an asset for his 3 sons. His will read:
- Eldest son to get  $\frac{1}{2}$  of the 17 camels while middle son should be given  $\frac{1}{3}$ <sup>rd</sup>. The youngest  $\frac{1}{9}$ <sup>th</sup>.
- This led to a quarrel as it could not share. They went for their neighbour to solve the problem.
- He brought over his camel which made 18. He then solved the problem and reread the Will as follows:
- Half of 18 = 9. the eldest got 9.  
 $\frac{1}{3}$ <sup>rd</sup> of 18 = 6. Middle son got 6.  
 $\frac{1}{9}$ <sup>th</sup> of 18 = 2. Youngest got 2. He took back his camel. Thus leading to totals 17 and a solution. QED!

# Paradigm Shift

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- Visualization levels the playing field and builds trust.
- Have to create a system to build trust.
- Interconnected relationships have to be exposed and nurtured by highlighting the roles and responsibility of each player.
- Vision the interconnected relationships and the role of each relationship to the whole to create THE GOAL. (ILO 2012)

# The High-Performance Business



**Stakeholders**

**Processes**

**Resources**

**Organization**



# Moral of the Story!

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- The attitude to problem solving is to find the 18<sup>th</sup> camel, known as the common ground or missing piece! (**Productivity**)
- It is difficult at times to reach a solution but the first step is to believe that there is solution.
- If you think there really is no solution you will not find one. The wise man knew there was solution and the boys believed that the wise man would find it!
- **Discretionary Energy** is the 18<sup>th</sup> Camel.

As Leaders you must release...

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Discretionary energy. Without it will not increase productivity.

# Releasing Discretionary Energy creates....

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- Continuous improvement = continuous involvement = continuous improvement (Kaizen Jamaican style)
- Leadership that is honest!
- Accepting that Respect is a fundamental right
- Satisfying employees wants!

# Productivity = Profitability

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- Will you change your mind set?
- Will you release the discretionary energy within your Team?
- Will you create new energy for your Organization?
- Will you create new wealth for your Organization?
- Will you create new wealth for THIS Country?
- Will you create new wealth for Yourself?

You can't do whatever's easiest and still reach your goal. You must do more..

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**You must do what it takes!!!**

(source: The Word Today April 28, 2013!)

# CONGRATULATIONS!

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- To the Awardees for jobs well done!
- To their Leaders for releasing discretionary energy within their respective Teams! and
- To the Organisations that understand the link between a **satisfied Internal Customer, a satisfied External Customer and even more satisfied Shareholders!**

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